

TOWN OF WESTFORD

State of the Town Fiscal Year 2012

Jodi Ross
Town Manager
March 26, 2011

Highlights

- Coalition for Non-Violence continues – BoS supports Mass White Ribbon Day Pledge
- Town Hall and Cameron Senior Center projects completed on time and under budget
- Fire/Ambulance Departments become Advanced Life Support Department
- Formed Budget Solutions Task Force
- Formed Public Works Initiative Committee
- Bond rating upgraded for Moody's to Aa2 and S&P remained at AA+

Board of Selectmen/Town Manager 2011 Goals

Significant progress towards achievement of goals:

- Developed FY12 budget without override and reduced reliance upon non-recurring cash reserves
- Centralizing management and maintenance of facilities
- Managing perchlorate issue to minimize impact while implementing corrective measures
- Conducted annual performance reviews

Board of Selectmen/Town Manager

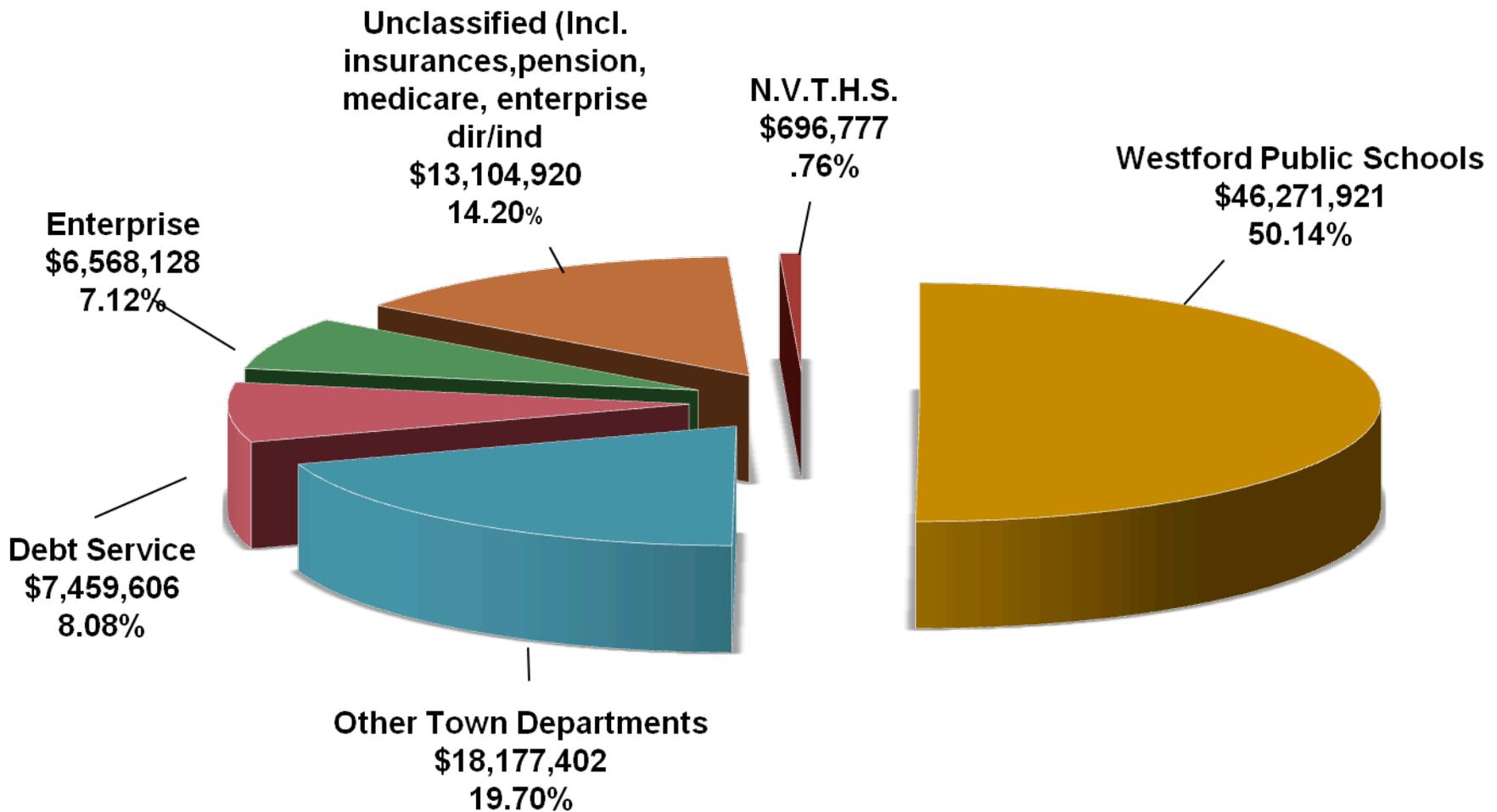
2011 Goals

- Actively recruited desirable businesses
- Clarifying town's sign bylaw and improving enforcement
- Redesigning town's cell tower bylaw
- Preparing cost analysis of town's capital and infrastructure needs
- Working to improve traffic calming measures
- Conducting semi-annual strategic planning retreat for all boards and committees

FY2012 Recommended Budget

•Operating budget	\$92,278,754
•Capital projects	914,550
•Other articles	1,994,951
•Other amounts to be raised	741,945
•State & County cherry sheet chg	418,778
•Allowance for abatements	500,000
TOTAL 2012 Budget	\$96,848,978

Fiscal 2012 Operating Budget

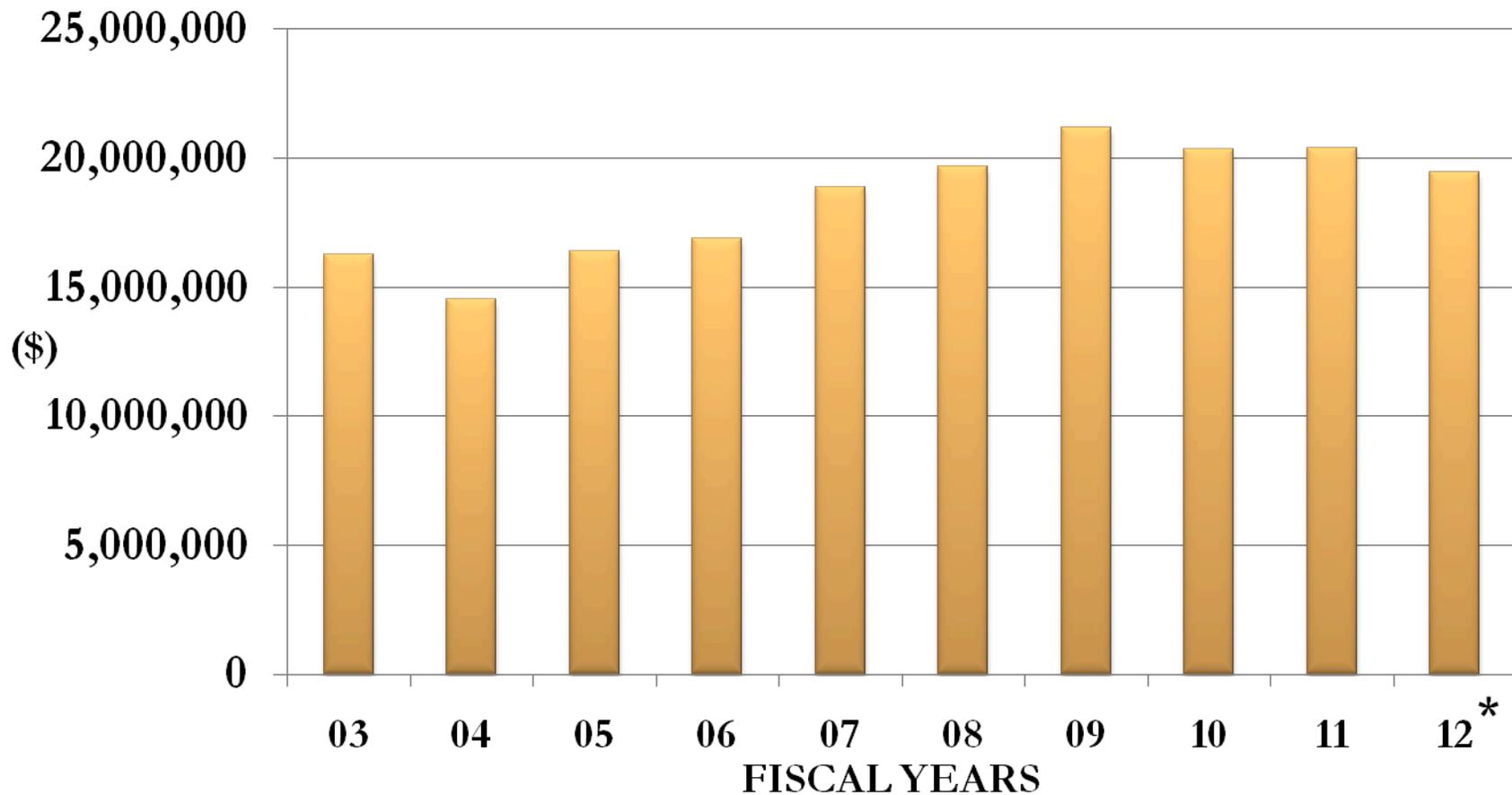


Impact of State Aid on Minimum Recommended Reserves (FY12&13)

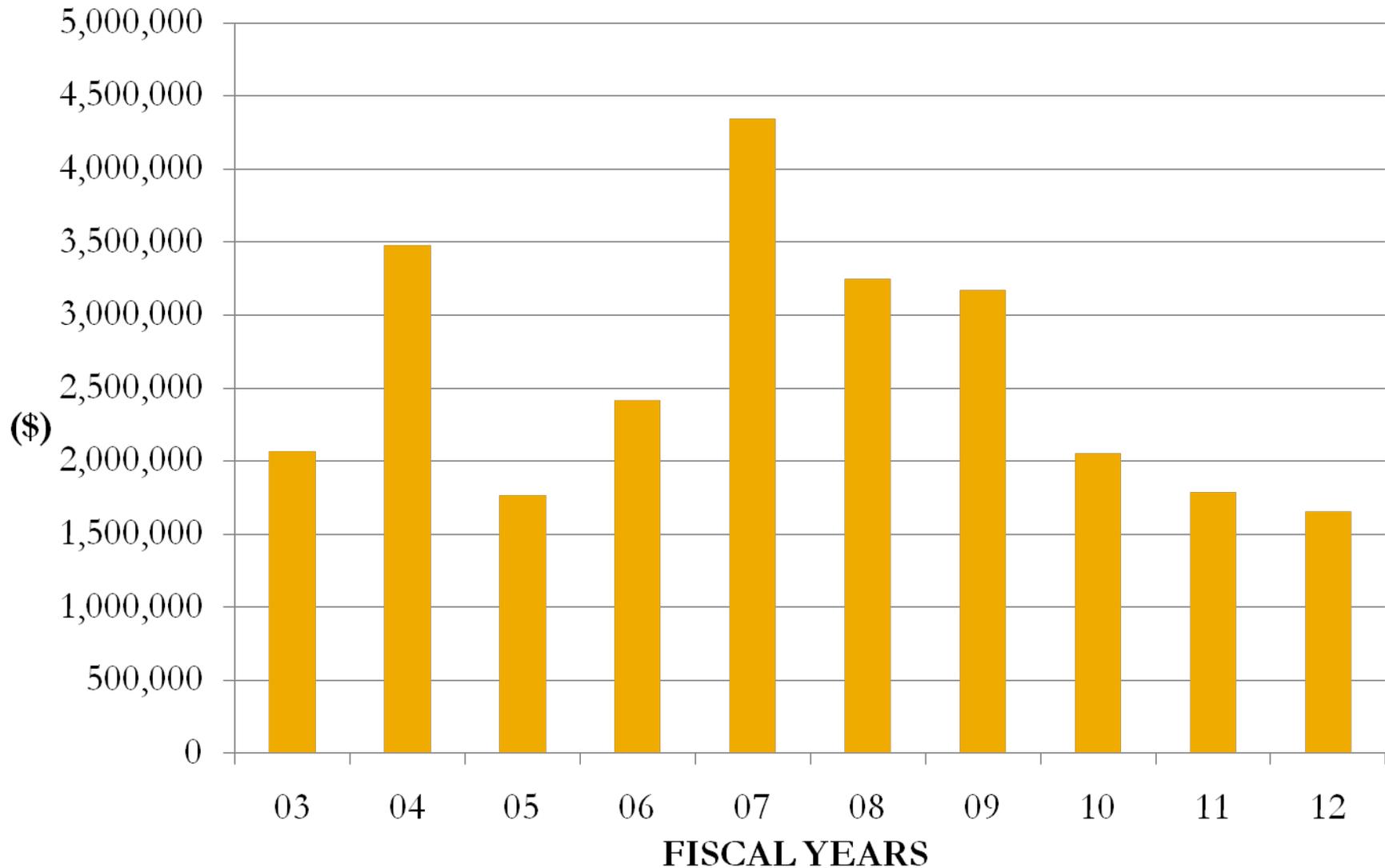
- FY12 budget is based on Governor's budget:
 - Above/(below) MRR in FY12 \$165,760
 - Above/(below) MRR in FY13 (3,489,698)
- FY12 State Representative's projection:
 - Above/(below) MRR in FY12 (1,115,984)
 - Above/(below) MRR in FY13 (6,053,186)

State Aid - \$19,432,016

*Governor's Proposal



Reserves Applied to Balance Budget



FY12 Budget Highlights

- Town operating budgets (1.04%)
- Schools operating budgets 2.5%
- Health insurance increase \$1.7M
- Retirement assessment increase \$383K
- \$1.08M decrease in debt service budget
- Reorganization of Finance Department due to Early Retirement Incentive \$244K savings
- 0% COLA budgeted for salaries town-wide
- All town and most school contracts expire this year
- Cooperation with bargaining units has reduced future obligations

FY12 Budget Highlights

- Second year of Advanced Life Support – decreased G/F subsidy
- Appropriation from Wetlands fees increased
- Last year of SAFER grant for Fire Dept
- Animal Control dept reorganized \$61K savings
- Consolidated GIS dept within IT budget
- Roudenbush lease funds capital and maintenance of 3 town-owned buildings
- Budgeted \$50,000 towards Other Post Employment Benefits Trust Fund pending approval of Article 13

Cost Saving Measures

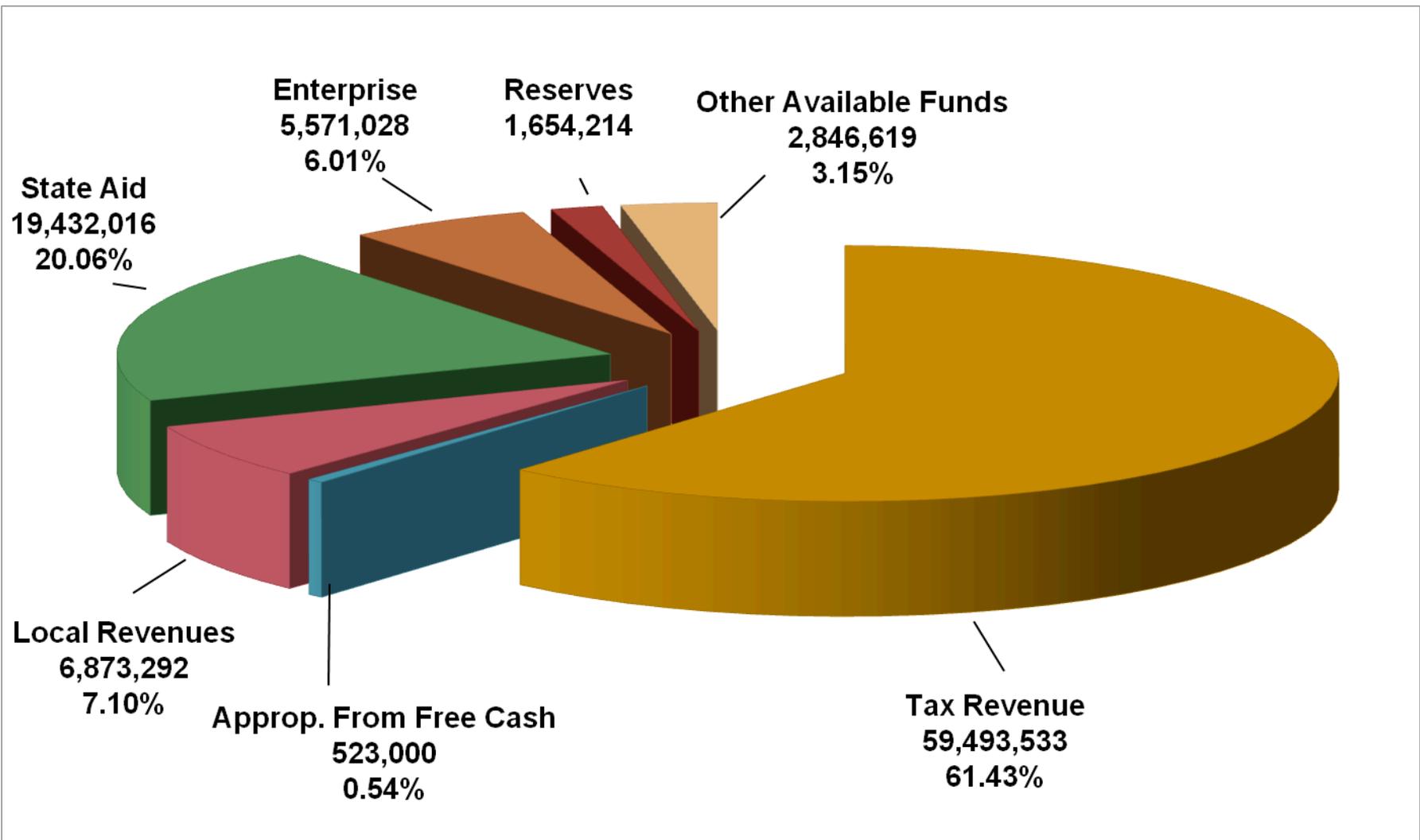
- Currently negotiating health insurance plan design changes - estimated savings \$500,000
- Retirees must move to Medicare at age 65 pending approval of Article 28
- Bids/RFPs on health & general insurances, trash, recycling, fuel, elevator & generator contracts
- Reduced staffing through attrition
- Electronic packets for meetings to save on paper/printing costs
- FinCom book and postcard no longer printed & mailed pending approval of Articles 24, 25, & 26

FY2012 Projected Revenue

Tax Revenue	\$59,493,533
Local Revenue	6,873,292
State Aid	*19,432,016
Available Funds	3,046,895
Enterprise Revenue	5,826,028
Free Cash to Fund FY11 Appropriation	523,000
Free Cash Applied	1,654,214
TOTAL 2012 Revenue	\$96,848,978

*Governor's state aid proposal

Estimated Revenue/Available Funds



New Revenue Sources

- **\$1,000,000 estimated for New Growth**
- **Local options excises \$350K+ pending approval of Articles 6 & 7**
- **Permitting software sales to other towns \$50K+**
- **Lease payments and bldg improvements \$100K+ (Roudenbush Revolving Fund)**
- **Lease of East Boston Camps \$8K improvements, \$14K rent (EBC Revolving Fund)**
- **Seeking settlement from perchlorate suppliers**

New Revenue Sources

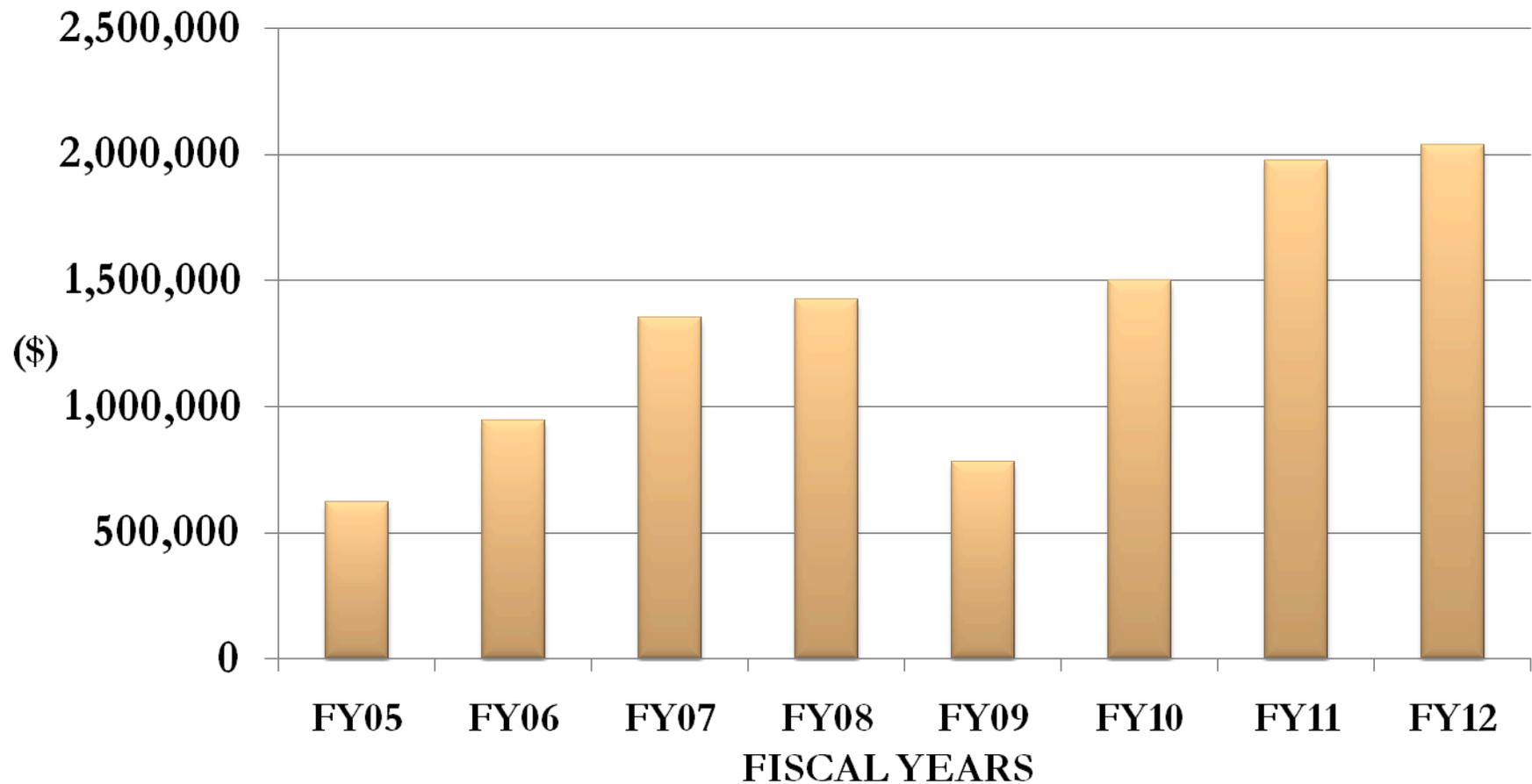
- Implementation of Advanced Life Support in Ambulance Enterprise (Amb. Ent. Revenue)
- Boston Road Affordable Housing \$30K (Affordable Housing Trust)

Capital Appropriations

- Capital Planning Committee reviewed, prioritized and recommended town-wide capital budget
- \$2,034,550 Capital Budget

Capital Stabilization Fund	\$	767,700.73
Completed Capital Projects		146,849.27
Water Enterprise Free Cash		195,000.00
Bonding		925,000.00
Total		<hr/> 2,034,550.00 <hr/>

Capital Appropriations FY2005 – 12



Our Commitment

- **Examine every opportunity and implement innovative measures to insure the level and quality of services you have come to expect.**
- **Facilitate conscientious economic development.**
- **Conduct all town business with complete transparency.**
- **Monitor the economy, state aid, and local revenues - work with Budget Solutions Task Force to make recommendations for maintaining the town's financial stability.**